

San Francisco Bay Conservation and Development Commission 2023 - 2025 Strategic Plan

MAY – AUGUST 2023 UPDATE



Vision

BCDC will be a proactive and responsive, equitable, and collaborative organization that successfully addresses the regulatory and planning challenges facing the Bay, its shoreline, and the communities that it serves.

Goals

- 1** Lead regional planning efforts that result in successful and equitable adaptation, restoration, development, and public access projects for the Bay Area in light of rising sea levels.
- 2** Review BCDC's regulatory and planning functions to create a more unified and consistent regional-scale approach to managing the Bay and its shoreline in light of the uncertain future caused by rising sea levels.
- 3** Implement equity initiatives and practices throughout BCDC's policies, programs, and processes to resolve historic inequities.
- 4** Develop and implement more effective methods to communicate more successfully externally with stakeholders and internally among divisions.
- 5** Build and maintain an adequately resourced and more responsive and diverse organization that can meet its growing challenges more effectively and sustainably.



Anticipated Outcomes

Through BCDC's bold leadership and collaboration, the Bay Area is prepared to adapt faster, better, and more equitably to rising sea levels, protect and restore its natural habitats, and increase access to the Bay.



Enlarge the focus of BCDC's regulatory program to permit larger-scale and more complex subregional projects that are aligned with the Regional Shoreline Adaptation Plan.



By advancing equity practices internally and externally BCDC will seek to eliminate its past historic disparities and achieve tangible equitable results for its stakeholders and the communities it serves moving forward.



BCDC will be more transparent and accessible to all, and Commissioners, staff, and stakeholders will have a shared knowledge of the agency's priorities and objectives and have meaningful opportunities to shape policies.



BCDC will better fulfill its mission by increasing its capacity and attracting and retaining a more diverse staff and Commission who are responsive to the variety of diverse communities around the Bay.

Core Values

Equitable & Inclusive

BCDC's actions and activities are shaped by its environmental justice and social equity principles and its Racial Equity Action Plan.

Collaborative & Service-Oriented

BCDC works successfully with a broad range of stakeholders whose experiences, needs, and desires BCDC always seeks to understand and respect.

Science-Based & Data-Driven

BCDC uses the most reliable, relevant, and accurate information available to make decisions.

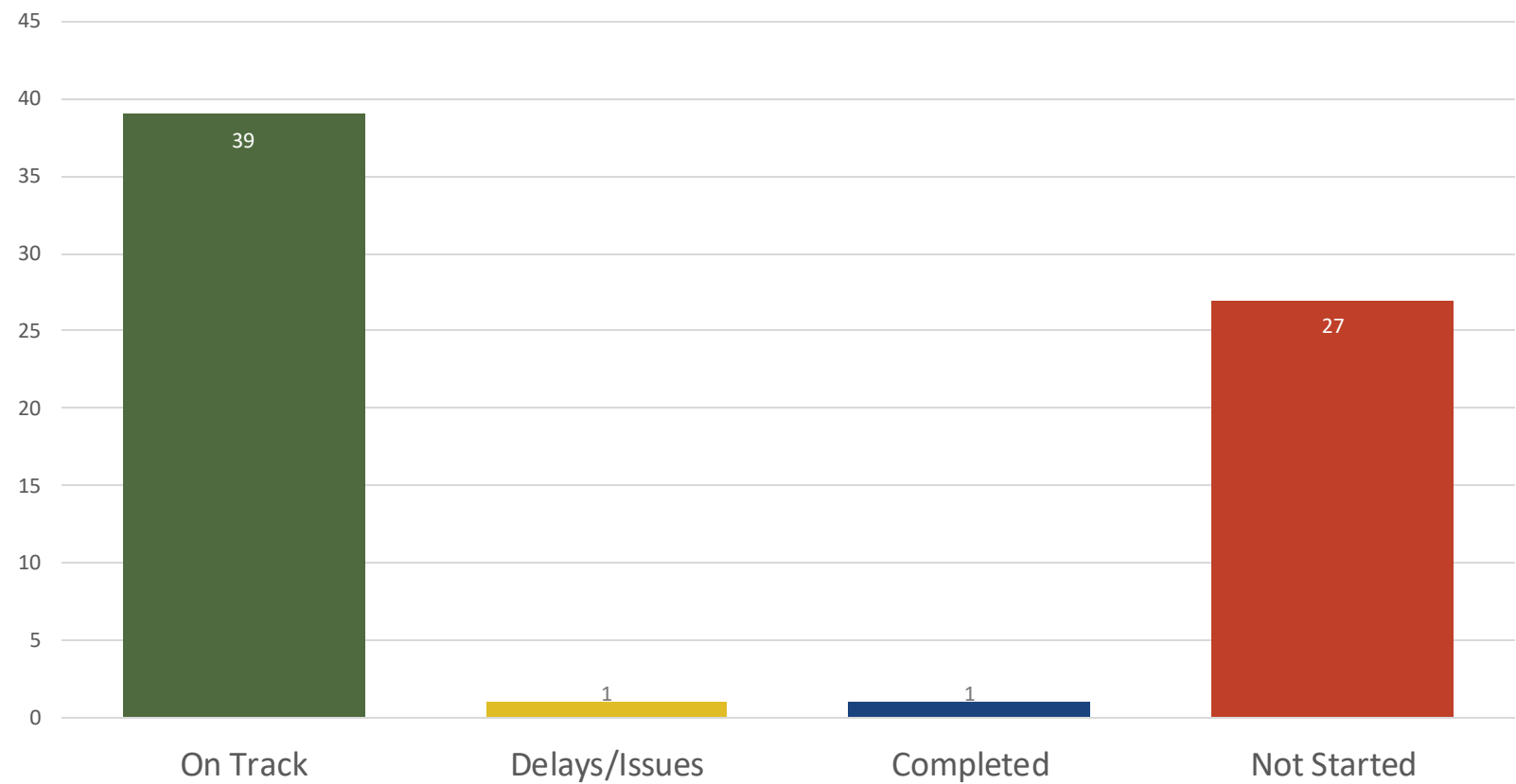
Trusted & Accountable

BCDC strives to be transparent, consistent, fair, and responsive, which leads to greater public trust and confidence in its processes and decisions.

Agile & Proactive

BCDC adapts its organization, knowledge, and processes to anticipate future conditions and circumstances that are complex and dynamic.

STRATEGIC PLAN PROGRESS



SPOTLIGHT

STRATEGIC OBJECTIVE 1.1

Successfully lead the Bay Adapt Program that will result in more aware, collaborative, and stronger frontline communities with access to resources to adapt to rising sea levels.

- Accomplishments

- "Sea Level Rise Adaptation Funding and Investment Framework" Report with MTC/ABAG published. Bay Adapt Task 6.1 complete!
- Kicked off leadership groups to guide Bay Adapt Implementation
- Funding to encourage diverse participation
- New and Improved communications (Blog! Website!)

- Next Challenge

- Interagency Funding MOU
- Metrics: How to measure progress?
- Annual Forum – Summer 2024



Photo: Bay Adapt Elected Official Task Force at North Richmond Living Levee Site

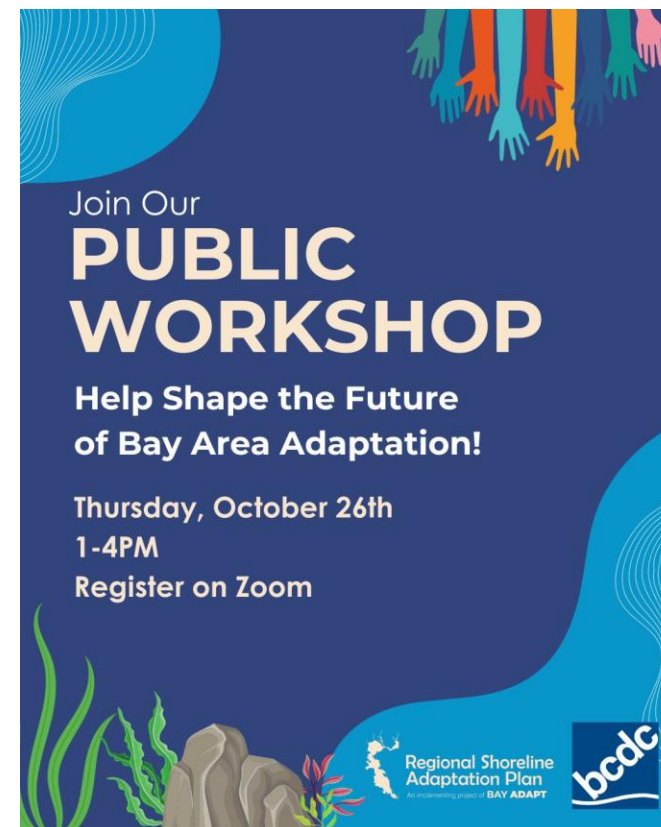
SPOTLIGHT

STRATEGIC OBJECTIVE 1.2



Develop an equitable and measurable Regional Shoreline Adaptation Plan in collaboration with government agencies, frontline communities, and a wide variety of stakeholders.

- Accomplishments
 - Lots of engagement on "Vision"
 - Public Workshop on Oct 26
 - Phase I: Background, Vision & Measures of Success progress
- Next Challenge
 - Phase II: Defining "Sub-regional adaptation plans" and Guidelines
 - SB 272 integration!



SPOTLIGHT

STRATEGIC OBJECTIVE 2.1

Determine whether and how BCDC's regulatory and planning authority and jurisdiction should be expanded to foster larger scale adaptation efforts.

- Accomplishments
 - In-depth Assessment of Permitting Program
 - Documented "lessons learned" from research conducted to-date
 - Department of Finance - Mission-Based Review to find permitting efficiencies
- Next Challenge
 - Regulatory changes to implement the Regional Shoreline Adaptation Plan
 - Closer integration with regional partners



SPOTLIGHT

STRATEGIC OBJECTIVE 2.4

Integrate BCDC's new Compliance function seamlessly into the Regulatory and Planning programs.

- Accomplishments

- Compliance is up and running!
- Initial integration with both enforcement and permitting
- Positive results have been seen in compliance by permittees and diversion from formal enforcement
- Weekly coordination meetings between enforcement and compliance
- Bimonthly meetings between Compliance and Regulatory.

- Next Challenge

- Closer integration with Permitting and Enforcement
- Resolving the gray areas and documenting the process
- Measuring Efficiency Gains

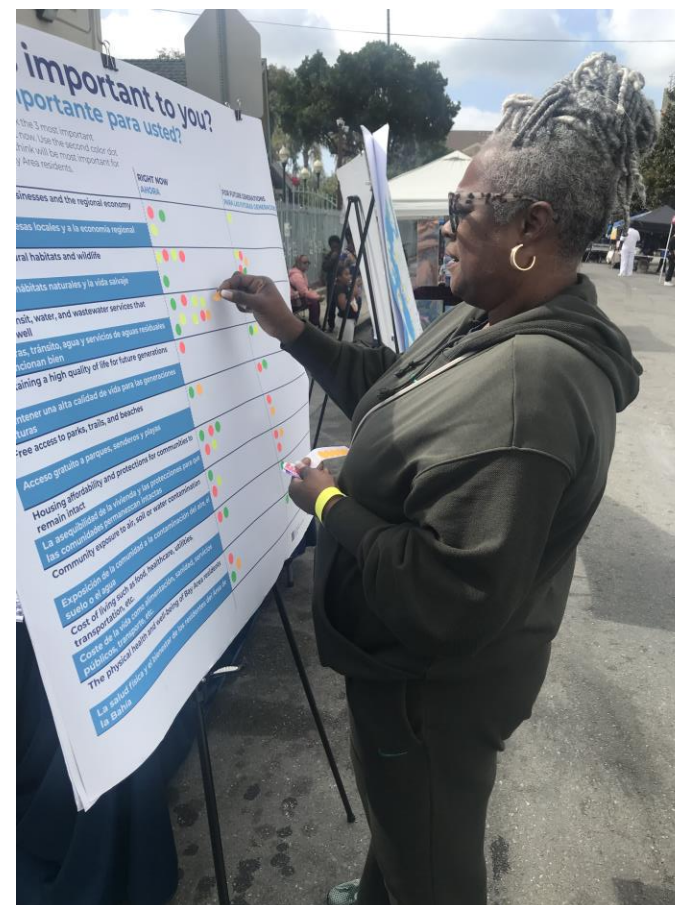


SPOTLIGHT

STRATEGIC OBJECTIVE 3.2

Complete, adopt, and implement BCDC's Racial Equity Plan

- Accomplishments
 - Reviewed with Sr. Staff, integrating comments
 - Even with plan incomplete, several things accomplished including increasing funding to EJ Advisors and starting biannual assessment.
 - Writing final draft
- Next Challenge
 - Open for Public Comment December 2023
 - Plan comes to Commission Winter 2024



SPOTLIGHT

STRATEGIC OBJECTIVE 3.3

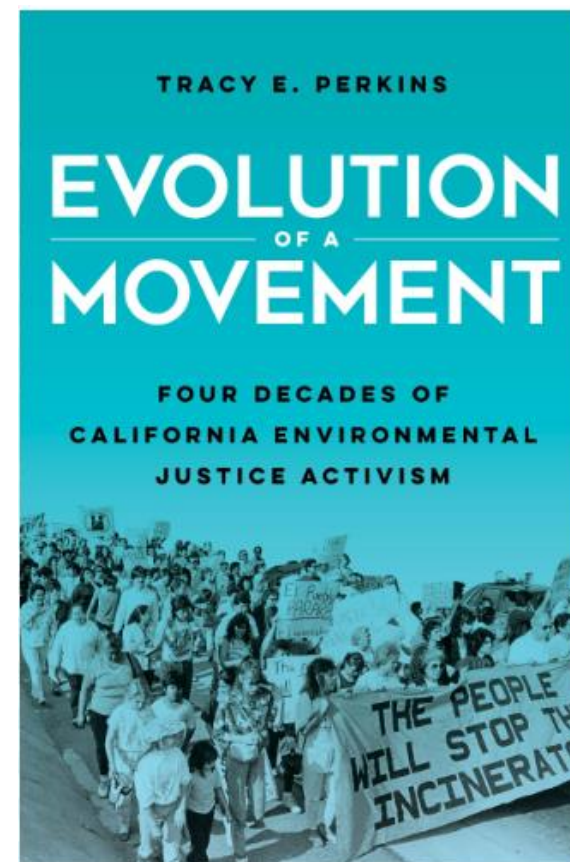
Formalize and strengthen Commissioner and staff equity-based awareness and education in transparent and measurable ways.

- Accomplishments

- Coordinating with Coastal Commission and State Coastal Conservancy trainings in EJ and Tribal Affairs for all CZMA staff
- Sr. Staff Training "Going Beyond Land Acknowledgement"
- Ongoing EJ Office Hours and Racial Equity Media Club
- Set up EJ and Tribal Engagement Trainings

- Next Challenge

- Develop a 2-year training workplan with the Coastal Commission and State Coastal Conservancy.



SPOTLIGHT

STRATEGIC OBJECTIVE 4.1

Listen to, communicate with, and engage stakeholders in ways that are more accessible to all, increase awareness of BCDC and its roles and processes, and foster successful community dialogues.

• Accomplishments

- Held two "Elected Official Task Force" meetings, and attended "pop-up" community events for RSAP development
- Initiated development of new website that will be far more user-focused
- Developed first-ever translation-services contract to provide more language-specific access to Commission documents

• Next Challenge

- Finish new website
- Continue to provide briefings at the county and city levels about BCDC and the Bay
- Continue to ask more of Commissioners to assist in outreach



SPOTLIGHT

STRATEGIC OBJECTIVE 4.2

Hire a Public Information Officer to develop more effective internal and external communications

- Accomplishments
 - Requesting CNRA approval of draft senior level BCDC "Director of External Affairs" duty statement, creating part-time PIO, legislative liaison, and CZMA duties
- Next Challenge
 - Getting it funded



SPOTLIGHT

STRATEGIC OBJECTIVE 5.2

Actively recruit, hire, and retain staff that reflect the Bay Area's diverse population.

- Accomplishments

- Increased candidate pool by continuing to offer telework and flexible work hours
- Continued to hire staff to fill vacancies
- Obtained special salary increases for several classifications used at BCDC

- Next Challenge

- Conduct an annual organizational health and racial equity survey



SPOTLIGHT

STRATEGIC OBJECTIVE 5.4

Prioritize and implement necessary technological upgrades to improve work processes.

- Accomplishments
 - Onboarded to CNRA Security Operations Center
 - Completed the Military Department's biennial IT security assessment
 - Initiated Department of Technology's web hosting
- Next Challenge
 - Review and implement IT Assessment findings
 - Finalize new website, including payment portal



THANK YOU



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